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NOTE FOR: Chief, Plans and Programs Staff, OL

SUBJECT: Some Thoughts on Reorganization

Dave,

While people should become familiar with the idea, I believe we are premature in addressing any in-depth LIMS influences upon the organizational structure of the Office of Logistics (OL) -there are still many unknowns. However, as a result of attacking the project functionally, there are some early indications of change and while, in my opinion, these are "soft," they are listed, without emotion, below for your information and background. Since LIMS is primarily centered around our supply and procurement activities, such services oriented elements of LSD, P&PD, and RECD are omitted, although these elements would play a key role in any reorganization of the office.

Systems Analysis Branch

First, we should address centralizing our ADP resources. Future automation within OL will cross political boundaries, as indeed it does today, and therefore should come under a central authority. I would see SD/DCB (less cataloging), PMS/CONIF, PDMIS administration, and SAB capabilities and assets all being grouped together. This activity should be independent of line Divisions and placed at the staff level, either independent or a part of the existing Plans Staff. This does not, however, support complete abrogation of line control over local ADP applications. It only considers total office needs in the decision and resource allocation process. The Office of Finance (O/FIN) sets a working example here.

Supply Management Branch

SMB's function may change considerably as there will be less human intervention in processing requirements. Most of their paper shuffling activities will be eliminated. The stock editor function, as well as the input clerk's functions, will change dramatically. The analyst will be closely related to inventory, and we may want to physically relocate this function to the Depot.

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Data Control Branch

This was discussed in para 1, but [] function should probably be separated from the Branch and made a part of the "SMB successor." In our future LIMS system, I believe cataloging will play a key roll as they are in the front and will be the traffic cop selecting and/or directing actions to the proper element.

25X1

Discrepancy Follow-up

In today's work processes, receiving discrepancies resulting from procurement action, rest with the Receiving Branch at the [] I would submit this function may well rest with either an element (New) within Procurement Division (PD) or with the contracting officer.

25X1

Delinquent P.O.'s

All orders have an established delivery date agreed to between the contracting officer and the vendor at the time an order is placed. Today, follow-up on overdues is done by exception--sort of the "squeaky wheel" process. Logistics is going to be responsive, this will be accomplished on all delinquent orders and, the responsibility will be placed centrally within LIMS. It is sort of going back to the old CC&DB days, but, as I recall, this function did provide a useful and beneficial centralized point of customer contact. In many cases, offense is the best defense.

(NOTE: These two thoughts, immediately above, may provide for rotational assignments between Supply and Procurement.)

Small Purchases Branch

A tough bullet to bite. SPB is vital to our ability to be responsive, and the office cannot do without it. If memory serves me correctly, we tried once and within 6-8 months reestablished the organization. Physically, it is in the proper location. Functionally, it is a part of procurement. Realistically, I wonder if its positive contribution to OL responsiveness can be maintained if we deviate from how the operation runs today.

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Interdepartmental Support Branch

IDSB is also a part of the acquisition sequence; however, since it also does many other things, such as liaison activities, and it relies on others to act as its agent in procurement of materiel and services, I see no reason not to leave it where it is.--On the other hand, we could say it more appropriately belongs within a procurement functional element.

Decentralized Receiving Points

Part of the problem with decentralized receiving is decentralized supervision. I would submit that management information statistics be monitored under the command of a single organizational element like the Receiving Branch at

General

The office has a Personnel and Training Staff. Supply Division (SD) has its own training officer. OL is responsible for providing both course content and instructors for the logistics portion of the Field Administration Course. These requirements have historically been satisfied out of the SD. Recognizing different disciplines may require unique as well as common training; would not this more appropriately belong to the centralized "Training Staff?"

One individual in SD is fully committed to writing/amending/tracking/coordinating regulations, instructions, etc. Since most of these cross division, and in many cases, office boundaries, would not this activity more appropriately belong in a staff element of the organization?

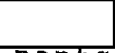
As best as I can remember, OL is basically organized as it was 20+ years ago. This does not say the organization is not still valid, but does support examining it, especially in light of LIMS. The above comments are only some rough thoughts of mine which may be useful to you in your discussions on reorganization with Dan. I think the Deputy Director concept employed by O/FIN

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25X1 certainly is worthy of some consideration, such as a "Deputy Director for Acquisition" over much of today's Supply and Procurement Divisions.--A "Deputy Director for Materials," covering Inventory, Distribution, Receiving, i.e., most of CD and  activities, along with such items from supply as SMB remnants, etc. And, of course, a "Deputy Director for Services," covering LSD, RECD, and P&PD. None are original ideas, I'm sure, but raised as food for thought and consideration. In the course of LIMS development, I will keep you advised of other potential organizational impacts as they are perceived.

25X1

